



STEVE JOBS

1955. - 2011.

Steven Paul Jobs was born in San Francisco on February 24, 1955. Jobs's youth was riddled with frustrations over formal schooling. At Monta Loma Elementary school in Mountain View, he was a prankster whose fourth-grade teacher needed to bribe him to study. Jobs tested so well, however, that administrators wanted to skip him ahead to high school—a proposal his parents declined. Jobs then attended Cupertino Junior High and Homestead High School in Cupertino, California. At Homestead, Jobs became friends with Bill Fernandez, a neighbor who shared the same interests in electronics. Fernandez introduced Jobs to another, older computer whiz kid, Stephen Wozniak (also known as "Woz"). In 1969 Woz started building a little computer board with Fernandez that they named "The Cream Soda Computer", which they showed to Jobs; he seemed really interested. Jobs frequented after-school lectures at the Hewlett-Packard Company in Palo Alto, California, and was later hired there, working with Wozniak as a summer employee. Following high school graduation in 1972, Jobs enrolled at Reed College in Portland, Oregon. Jobs dropped out of college after six months and spent the next 18 months dropping in on creative classes, including a course on calligraphy. In 1974, Jobs took a job as a technician at Atari, Inc. in Los Gatos, California. In the early 1970s, Jobs and Wozniak were drawn to technology like a magnet. Wozniak had designed a low-cost digital "blue box" to generate the

necessary tones to manipulate the telephone network, allowing free long-distance calls. Jobs decided that they could make money selling it. The clandestine sales of the illegal "blue boxes" went well, and perhaps planted the seed in Jobs's mind that electronics could be fun and profitable. In 1976, Jobs and Wozniak formed their own business, which they named "Apple Computer Company" in remembrance of a happy summer Jobs had spent picking apples. At first they started off selling circuit boards, but eventually they produced a complete computer prototype. Jobs and Steve Wozniak met in 1971, when their mutual friend, Bill Fernandez, introduced 21-year-old Wozniak to 16-year-old Jobs. In 1976, Wozniak invented the Apple I computer. Jobs, Wozniak, and Ronald Wayne founded Apple computer in the garage of Jobs's parents in order to sell it. They received funding from a then-semi-retired Intel product-marketing manager and engineer Mike Markkula. In the early 1980s, Jobs was among the first to see the commercial potential of Xerox PARC's mouse-driven graphical user interface, which led to the creation of the Apple Lisa. One year later, Apple employee Jef Raskin invented the Macintosh. The following year, Apple aired a Super Bowl television commercial titled "1984". After leaving Apple, Jobs founded NeXT Computer in 1985, with \$7 million. A year later, Jobs was running out of money, and with no product on the horizon, he appealed for venture capital. Eventually, he at-

tracted the attention of billionaire Ross Perot who invested heavily in the company. NeXT workstations were first released in 1990, priced at \$9,999. Like the Apple Lisa, the NeXT workstation was technologically advanced, but was largely dismissed as cost-prohibitive by the educational sector for which it was designed. The NeXT workstation was known for its technical strengths, chief among them its object-oriented software development system. Jobs marketed NeXT products to the financial, scientific, and academic community, highlighting its innovative, experimental new technologies, such as the Mach kernel, the digital signal processor chip, and the built-in Ethernet port. Tim Berners-Lee invented the World Wide Web on a NeXT computer at CERN. After NeXT was acquired by Apple Inc. in 1997, WebObjects was used to build and run the Apple Store, MobileMe services, and the iTunes Store. In 1986, Jobs bought The Graphics Group (later renamed Pixar) from Lucasfilm's computer graphics division for the price of \$10 million, \$5 million of which was given to the company as capital. The first film produced by the partnership, *Toy Story*, with Jobs credited as executive producer, brought fame and critical acclaim to the studio when it was released in 1995. Over the next 15 years, under Pixar's creative chief John Lasseter, the company produced box-office hits *A Bug's Life* (1998); *Toy Story 2* (1999); *Monsters, Inc.* (2001); *Finding Nemo* (2003); *The Incredibles* (2004); *Cars* (2006); *Ratatouille* (2007); *WALL-E* (2008); *Up* (2009); and *Toy Story 3* (2010). In 1996, Apple announced that it would buy NeXT for \$427 million. The deal was finalized in late 1996, bringing Jobs back to the company he co-founded. Jobs became de facto chief after then-CEO Gil Amelio was ousted in July 1997. He was formally named interim chief executive in September. In March 1998, to concentrate Apple's efforts on returning to profitability, Jobs terminated a number of projects, such as Newton, Cyberdog, and OpenDoc. In the coming months, many employees devel-

oped a fear of encountering Jobs while riding in the elevator, "afraid that they might not have a job when the doors opened. The reality was that Jobs's summary executions were rare, but a handful of victims was enough to terrorize a whole company." Jobs also changed the licensing program for Macintosh clones, making it too costly for the manufacturers to continue making machines. The company subsequently branched out, introducing and improving upon other digital appliances. With the introduction of the iPod portable music player, iTunes digital music software, and the iTunes Store, the company made forays into consumer electronics and music distribution. On June 29, 2007, Apple entered the cellular phone business with the introduction of the iPhone, a multi-touch display cell phone, which also included the features of an iPod and, with its own mobile browser, revolutionized the mobile browsing scene. While stimulating innovation, Jobs also reminded his employees that "real artists ship". Jobs was both admired and criticized for his consummate skill at persuasion and salesmanship, which has been dubbed the "reality distortion field" and was particularly evident during his keynote speeches (colloquially known as "Stevenotes") at Macworld Expos and at Apple Worldwide Developers Conferences. In August 2011, Jobs resigned as CEO of Apple, but remained with the company as chairman of the company's board. Hours after the announcement, Apple Inc. (AAPL) shares dropped five percent in after-hours trading. This relatively small drop, when considering the importance of Jobs to Apple, was associated with the fact that his health had been in the news for several years, and he had been on medical leave since January 2011. Jobs died at his California home around 3 p.m. on October 5, 2011, due to complications from a relapse of his previously treated islet-cell neuroendocrine pancreatic cancer, resulting in respiratory arrest.